DOCUMENT RESUME

ED 271 696 CG 019 235

TITLE	How to Interview: Making the First Impression Count. Tape 2: Making an Impact in the Interview.
INSTITUTION	College Placement Council, Bethlehem, Pa.
SPONS AGENCY	Phillips Petroleum Company, Bartlesville, Okla.
PUB DATE	86
NOTE	21p.; For a document on preparing for the interview, see CG 019 234.
AVAILABLE FROM	The College Placement Council, 62 Highland Avenue, Bethlehem, PA 18017 (accompanying tape available with the booklet).
PUB TYPE	Guides - General (050)
EDRS PRICE	MF01 Plus Postage. PC Not Available from EDRS.
DESCRIPTORS	*Communication Skills; Employment; *Employment Interviews; *Job Applicants; *Nonverbal Communication

ABSTRACT

This booklet describes techniques used to make a positive impact in a job interview. A list of nonverbal behaviors (such as handshake and dress) is given. The job seeker is to use this list to differentiate between positive and negative behaviors. The attitudes, nonverbal behaviors, and verbal responses needed by the effective interviewee are described. This material includes advice on body language, building rapport, and questioning techniques. A six-stage interview process is described. The stages include preparation for the interview, introduction, verifying information, answering questions, closing the interview, and decision-making. In each stage, the interviewer's and candidate's goals and behaviors are described. Potential interview questions are listed in these categories: (1) questions about yourself; (2) questions about career goals or plans; (3) questions about school/education; (4) previous experience questions; and (5) questions specific to the job. Twenty-five questions for the candidate to ask are also presented. A 15-item bibliography of interviewing literature is included. (ABL)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

ED271696

How to Interview: Making the First Impression Count

CG 019235

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

✓ This document has been reproduced as received from the person or organization originating it.

☐ Minor changes have been made to improve reproduction quality.

• Points of view or opinions stated in this document do not necessarily represent official OERI position or policy.

"PERMISSION TO REPRODUCE THIS MATERIAL IN MICROFICHE ONLY HAS BEEN GRANTED BY

W. Hawthorne

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)."

tape 2

Making an Impact in the Interview

Funded by Phillips Petroleum Company

Resource Materials and
Worksheets

Copyright 1986, by the CPC Foundation. All rights reserved. No part of this material may be reproduced, transmitted, or translated in whole or in part, in any form or by any means without prior written permission from the CPC Foundation, 62 Highland Avenue, Bethlehem, Pennsylvania 18017.

Nonverbal Communication

Nonverbal cues are important channels of communication which are constantly in use. You need to be aware of which nonverbal behaviors can either enhance or detract from your interview presentation.

Please review the following list of nonverbal behaviors and indicate how they can be viewed as positive or negative. Check the positive ones that can help you the most.

Behavior	Negative	Positive
Handshake		
Smile		
Nodding		
Attentiveness		
Enthusiasm		
Laugh		
Gestures		
Yawning		
Facial Expressions		
Hand Twisting		
Head Scratching		
Posture		
Eye Contact		
Voice Volume		
Voice Tone		
Dress		
Cologne		
Jewelry		
Hair Style and Length		
Nails		
Punctuality		

Nonverbal Techniques*

During the Interview

Before the interview you should have considered WHAT you want to communicate and HOW you are going to communicate. What you will want to communicate are personal qualities, functional skills, and special areas of knowledge that relate to the particular interviewer or organization. How you communicate those personal attributes and background facts is indicated by your attitude, nonverbal behaviors, and verbal responses.

- Your first task will be to help to build rapport with the interviewer(s). The characteristics of building rapport involve your 1) attitude and your 2) nonverbal and 3) verbal behaviors.

  -Your attitude should be one of openness or sensitivity to the interviewer's style and a feeling of mutual responsibility for creating a comfortable atmosphere, establishing a common ground. You should be thinking positively.

  -The nonverbal behaviors which contribute to rapport are dress and posture, eye-contact, handshake, voice level, and gestures.

  -The verbal behaviors contributing include: courteous observations,

*Source: From the Interviewing Skills Workshop by Janice Sutera and Joan Pedersen, copyright George Mason University and used by permission of Patricia Carretta, Director, Career Services.

initiation of discussion, disclosure of personal qualities.

- Be aware of your body language, how you communicate nonverbally. You'll want to convey sincerity, a dedication to achievement, confidence, and a high energy level. These attributes are communicated through your attitude and actions as well as through your verbal responses. Congruence between the nonverbal behaviors that are important in an interview include:

  -eye contact, which should be open and direct when listening, asking, and responding to questions. Eye contact is usually broken when concentrating or reflecting on what you want to say or what was said.

  -posture, which should be well balanced, erect, relaxed, straight-on, and open. Know your nervous habits and practice controlling them.

  -hands, which should be used in a relaxed way for animation, communicating excitement, interest.

- How you communicate verbally involves your ability

  -to use active verbs
  -to use concrete examples
  -to be concise and complete
  -to summarize and make transitions
  -to be positive and "own" what you have done and what you know.

- Your knowledge of what contributes to a "strong answer" also contributes to your effectiveness. A strong answer does not create more questions than it answers. The components of a strong answer include:

  -backing up a statement with a specific example

-sharing your role (the challenge and accomplishments)
-sharing the outcome or solution
-summarizing to emphasize your strengths.

- Strong answers can also be described as frank, open, thoughtful, complete, concise, and "uncanned."

- Be ready to ask questions from your prepared list. Techniques for asking good questions begin with the use of who, what, when, where, why, and how. Questions should be developed ahead of time and should reflect the amount of research you have done rather than your lack of research. Refer to the list of "questions to ask" to help you develop your own list.

-salary questions are usually inappropriate in the first interview but you should:

- research the salary range for the job/field ahead of time and build a rationale for the higher end of the range
- know how much the job/experience is worth to you in the long run
- assess pay-raise structure, not just your salary at entry.

- Be alert to and evaluate management style, organizational structure, turnover, job responsibilities and growth potential, work atmosphere, staff/supervisor and co-worker relationships.

- At the end of the interview set parameters for the next contact.

-"When may I expect to hear from you?"

-"What is the next step?"

STAGES OF THE INTERVIEW		
Interviewer		**Candidate**
Stage 1 - Preparation for the Interview		
Goals:	*evaluate candidate's background to identify strengths and weaknesses	*understand match between background and employer
	*decide what areas can be covered in the allotted time	*be organized and appear relaxed
Behavior:	*review information abou the candidate	*review resume and notes about employer
	*identify strengths and weaknesses to probe and rank them	*check appearance
	*design appropriate questions	*prepare to highlight skills and abilities relevant to the employer
	*organize interviewing materials	*identify questions to ask

(Continued)

Interviewer		Candidate
Stage 2 – Introduction/Breaking the Ice		
Goals:	*establish rapport that will allow candidate to offer information easily	*make a good first impression
	*set informal tone to the interview	*relax sufficiently to foster best self-expression
	*avoid biases that can distort image of the candidate	*shake hand firmly
Behavior:	*introduce self	*good appearance
	*show interest in the candidate by discussing hobbies/interests	*introduce self
		*appear relaxed and comfortable
		*respond in a friendly manner
Stage 3 – Asking Questions/Verifying Information		
Goals:	*gain job-related information about applicant's skills and interests	*appear confident, knowledgeable, and experienced

Behavior:	*ask clear and concise questions	*respond with brief but complete answers
	*avoid trick or stress-oriented questions	*select most useful information to offer
	*avoid leading questions (that point to a right answer)	*provide positive, legitimate information
	*focus questions on the candidate's background that might pertain to job opportunities	*describe education and experiences that relate to the job
	*use appropriate questioning techniques	*ask for clarification when needed
	*listen well	*take time to gather thoughts
	*assess candidate's nonverbal cues	
Stage 4 - Answering Questions/Promoting the Company to Qualified Candidates		
Goals:	*provide information that will help candidate assess his/her interest in the position	*gain a clearer picture of position and company
	*increase the interest of candidates in the company as a potential employer	*relate to information gained through pre-interview research

(Continued)

Interviewer		Candidate
		*gain clarification of questions not answered in research that may affect acceptance of job offer
Behavior:	*describe aspects of company in realistic manner	*listen attentively and express enthusiasm
	*describe the position	*share knowledge about the company when appropriate
	*answer candidate's questions	*relate job or company traits that interest applicant
	*sell the company qualities that interest the candidate	*ask questions that help determine suitability of the company
	*defer questions that he/she cannot answer to on-site interviews	*avoid questions already answered by the company literature
	*highlight company qualities that may be of special interest to a candidate	
Stage 5 - Closing the Interview		
Goals:	*bring the interview to an end	*end the interview on a positive note

	*insure that the candidate understands expectations/procedures	*determine the interview procedures
Behavior:	*explain the decision-making process	*be clear as to the next interview phase
	*thank candidate for interest	*do not linger
	*ask if candidate wishes to relate any information/questions	*offer more information if needed
	*explain any additional requirements (i.e., transcripts, references, etc.)	*thank interviewer for opportunity to interview
	*tactfully explain time limitations to candidates who delay leaving	
Stage 6 - Decision Making/Recording of Information		
Goals:	*determine relevancy of candidate's background to the job and company	*determine interest in company as potential employer
Behavior:	*complete evaluation form and recommend/not recommend candidate	*write down comments about interview to remember what happened (i.e., positive/

(Continued)

Interviewer	Candidate
*examine form to make sure it is 100% complete	negative qualities of the company)
*evaluate one's own performance	*evaluate own performance

Questions You May Be Asked in the Interview*

Questions About Yourself

1. Tell me about yourself.
2. What are your strengths? What are your weaknesses?
3. What can you do that someone else can't do?
4. What qualifications do you have that indicate you will be successful in your field?
5. What are your own special abilities?
6. What new skills or capabilities have you developed over the past year?
7. What have you done which shows initiative and willingness to work?
8. What are your greatest work and non-work accomplishments during the past two years?
9. Describe three things that are most important to you in a job.
10. What motivates you?

---

*Source: From the Interviewing Skills Workshop by Janice Sutera and Joan Pedersen, copyright George Mason University and used by permission of Patricia Carretta, Director, Career Services.

11. What have you been doing since your graduation from college? Since you left your last job?

12. How would a coworker, or friend, or boss describe you?

13. What are your interests outside of work, school?

14. What qualities do you admire most in others?

15. How would you describe your own work style?

Questions About Your Career Goals or Plans

1. What would you like to be doing five (ten) years from now?

2. What type of position are you interested in?

3. What are your salary requirements--short-term/long-term?

4. What is success? What personal characteristics will contribute to your success?

5. How will employment with us contribute to your career plans?

6. What do you expect from a job?

7. What are your career objectives--short and long range?

8. This job is a total change from previous employment. How does it fit in your career goals?

9. What are your location preferences?

Questions About School/Education

1. How does your education relate to this position (or how has your education prepared you for this position)?
2. What activities did you engage in at school?
3. What classes did you like most in school? least? Why?
4. Why did you decide to go to_____ school?
5. Why did you choose your major?
6. Describe your academic strengths and weaknesses.
7. What are your plans for continuing your education?
8. What career-related skills do you possess as a result of your academic preparation?
9. What have you read recently in your field?

Previous Experience Questions

1. What have you learned from your past jobs?
2. How often, and in what way, did you communicate with your subordinates and superiors?
3. What were the biggest pressures on your last job? How did you handle them?
4. How did your job description for your last job change while you held it?
5. What specific skills acquired or used in previous jobs relate to this position?

6. How does your previous experience relate to this position?

7. Why did you leave your last job?

8. What did you like most/least about your last job?

9. Whom may we contact for references?

Questions Specific to the Company/Job

1. Why should we hire you?

2. Why do you want to work here?

3. What do you know about this organization?

4. What salary do you expect?

5. Why do you think you would like this type of position? company?

6. What kind of boss do you like to work for?

7. How long do you intend to stay here?

8. What do you think determines a person's progress in an organization?

9. What interests you about our product or service? How would you improve it?

10. What do you think would be your greatest contribution to our operation?

11. How do you solve problems?

12. When can you start to work?

13. Can you travel overnight?

Frequent Interviewee Questions

Candidates must also ask questions during the interview. These questions should be thought out before the interview so you will be ready to ask them at the appropriate time. Asking relevant questions is one way to demonstrate interest and knowledge and, most importantly, gain information about the position for which you are interviewing.

Listed below are possible questions that you may want to ask during the interview:

1. Could you describe the duties of the job?
2. Who will I report to?
3. Is there shift work? Overtime?
4. Could you give me some examples of projects that I will be working on?
5. How much travel is involved in the job? How often?
6. Will there be relocation immediately or after a few years?
7. Could you describe the work setting--offices, machinery, resources, etc.?
8. Please describe the advancement opportunities that I might move into.
9. What is the typical time frame for these advancements?
10. How is the company structured in terms of divisions, departments, etc.?

11. Please describe the different type of products the company makes or services provided.

12. How many people are employed by the company?

13. How has the company changed in the past 10 or 20 years?

14. What growth areas are expected?

15. Where are the different departments/ plants/offices located and which operations/manufacturing take place at each?

16. Who would you consider to be your major competitors?

17. How does your company compare to them?

18. Has the company laid off employees in recent years?

19. Will I be encouraged to attend professional conferences at the company's expense?

20. What is the salary range for employees in this position?

21. Are single and/or family medical benefits provided? Dental insurance?

22. How may weeks of vacation will I have? Does this increase after a certain time period?

23. How do you feel about the company?

24. Could you describe your advancement in the company?

25. When will I be notified of the next step in the interview process?

Interviewing Bibliography

Biegeleisen, J. I. Make Your Job Interview A Success. New York: Arco Publishing, Inc., 1984.

Danna, Jo. Winning the Job Interview Game: Tips for the High-Tech Era. Briarwood, NY: Palomino Press, 1985.

Dauw, Dean C. Up Your Career. Prospect Heights, IL: Waveland Press, 1975.

Donaghy, William C. The Interview: Skills and Applications. Glenview, IL: Scott, Foresman and Co., 1984.

Einhorn, Lois J.; Bradley, Patricia Hayes; and Baird, John E. Jr. Effective Employment Interviewing. Glenview, IL: Scott, Foresman and Co., 1982.

Fox, M. R. "How to Clinch the Off-Campus Interview." Business Week's Guide to Careers, Spring 1983, 19-24.

Knight, David M. How to Interview for That Job and Get It! Connersville, IN: Commercial Printing Company, Inc., 1976.

Komar, J. J. The Interview Game: Winning Strategies for the Job Seeker. New York: Century, 1979.

Krannich, Caryl Rae. Interview for Success. Virginia Beach, VA: Impact Publications, 1982.

Lathrop, R. Who's Hiring Who? Berkeley, CA: Ten Speed Press, 1976.

Medley, H. Anthony. Sweaty Palms: The Neglected Art of Being Interviewed. Belmont, CA: Lifetime Learning Publications, 1978.

Molyneaux, D. and Lane, V. Effective Interviewing. Boston, MA: Allyn and Bacon, 1982.

Pell, Arthur R. Selling Yourself at Your Job Interview. Huntington, NY: Personnel Publications, 1981.

Stewart, C. J. and Cash, W. B. Interviewing: Principles and Practices. Dubuque, IA: Wm. C. Brown Company, 1974.

Weber, E. How to Take a Successful Job Interview. Tenafly, NJ: Symphony, 1978.